



Program Strategies

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4. PROGRAM STRATEGIES

The City of Vancouver proposes to implement the following elements as part of its GTEC program. Implementation of the elements will be done in partnership and coordination with other agencies. Listed below are the planned local services and strategies for achieving the established goals and targets.

4.1 PROPOSED TARGET POPULATION

The Downtown Vancouver GTEC is designed to target a broader group of commuters than the CTR program in addition to area residents. This GTEC would include people who live or work within and adjacent to the GTEC area, including small and medium-sized commuters who work during non-peak hours. Table 4-1 below indicates the breakdown of employment sectors in Clark County.

Table 4-1. Breakdown of Clark County Employment by sector

Employment by Type	Number	Percent
Services	48,800	36.6%
Government	23,300	17.4%
Retail Trade	15,800	11.8%
Manufacturing	13,900	10.4%
Construction & Mining	12,700	9.5%
Finance, Insurance, Real Estate	6,800	5.1%
Wholesale	5,400	4.0%
Transportation & Utilities	4,000	3.0%
Agriculture	541	0.5%

Source: Columbia River EDC

*Does not add to 100% because of other miscellaneous categories

Within the downtown, in 2005 it was reported that there were 11,000 jobs, less than 10% of which are retail. The remaining 10,000 plus jobs are classified as other, but include manufacturing, financial and business services, wholesale, transportation and government offices. There were approximately 900 households within the Downtown GTEC in 2005 with future projections showing an additional 4,000 households by the year 2030, which represents an increase of over 3,000 households from 2005. Total employment within the GTEC area will grow to over 22,000 jobs, with nearly 90% classified as non-retail. This indicates a slight percent increase in the number of retail jobs.

It is anticipated that the GTEC will reach all employers and 11,000 employees currently within the GTEC area. As employment with the GTEC begins to grow, it is anticipated that those new employees and employers will be involved in the GTEC program as well. It is intended that the GTEC will include outreach to residents, with the goal of reaching out to at least 50% of households in the first 5 years

4.2 NEW STRATEGIES AND PROGRAMS

4.2.1 Plans, Policies and Regulation Improvements

The City of Vancouver has identified the following policies and regulations that will be updated and will help reduce drive alone trips and vehicles miles traveled within the GTEC area. The proposed changes and their scheduled adoption dates are listed below.

4.2.1.1 Comprehensive plan policies

In addition to the existing Comprehensive Plan policies, the jurisdiction is considering revising and/or adding the following policies that will strengthen the jurisdiction's policies for supporting the GTEC:

- Adopt GTEC vision as a part of the Comprehensive Plan
- Eliminate or reduce certain parking space minimum requirements for future developments
- Establish parking space maximums for future developments
- Add policy supporting future High Capacity Transit options
- Require CTR and GTEC participation for new and future developments
- Eliminate current free short-term on-street parking and install on-street pay parking

4.2.1.2 Land use regulations

- Eliminate or reduce certain parking space minimum requirements for future developments
- Establish parking space maximum requirements for future developments
- Establish GTEC Plan Overlay zone

4.2.1.3 Zoning code regulations

- Establish GTEC Plan Overlay zone
- Eliminate or reduce certain parking space minimum requirements for future developments
- Lower parking space maximum requirements for future developments
- Require CTR and GTEC participation for new and future developments

4.2.1.4 Street design standards

- Improve implementation of bike lane requirements

4.2.1.5 Concurrency regulations

- Adopt method to reduce trips when GTEC participation is required

4.2.1.6 Establishment of Transportation Management Association

- The City of Vancouver with assistance of downtown employers, business associations, and government agencies will work to develop a Transportation Management Association for downtown. This will require the development of a governing body, the creation of an executive director position, and a funding mechanism for the TMA. This is a short term program that will need to be implemented by the third year of the GTEC program.

4.2.2 Services and Facilities

As part of its capital improvement program, the City is planning the following improvements that will help reduce drive alone trips and vehicle miles traveled. In addition to the City's investments, the

City is working with C-TRAN to improve transit services and facilities. Elements that are being planned and/or being implemented include:

4.2.2.1 Transit services

C-TRAN has been providing transit services for the residents of Clark County for over 25 years. C-TRAN currently provides 27 bus routes, C-VAN paratransit service for people who cannot access regular route service, along with a Bike & Bus program. C-TRAN currently offers limited destination routes (such as the Clark County Fair) and will develop an event management plan for transit service at other entertainment events. The City and C-TRAN will also explore the development of a fareless zone downtown.

The City is reviewing plans for a trolley circulator, with headways of 10 minutes or less, that would connect major transit stops with downtown destinations. Main Street is under consideration for local transit service, while Washington Street has been identified as a potential corridor for regional transit. The City is also pursuing high capacity transit across I-5 into Oregon.

4.2.2.2 Vanpool services

Employers have found that vanpooling is a popular commute option for employees who are located at worksites with limited or no transit service. Most Vancouver vanpool services will be managed through existing ride match programs, but future expansion of vanpools is expected. Additionally, Metro Vanpool plans to add new vans between 2007 and 2011.

4.2.2.3 Ride matching services

Ride matching services allow commuters to find other commuters who want to start or join a carpool or vanpool. Many CTR worksites have initiated ride match programs for their employees. The City will continue to encourage carpooling and vanpooling through the use of ride match programs (such as www.rideshareonline.com and www.carpoolmatchnw.org) that offer commuters an easy and convenient way to find someone to share a ride in southwest Washington. The City will also assist GTEC employers in implementing their own ride match programs.

4.2.2.4 Car sharing services

The City will explore the expansion of its existing car share services.

4.2.2.5 Transit facilities

C-TRAN will be relocating the 7th Street Transit Center.

4.2.2.6 Bicycle and sidewalk facilities

The City of Vancouver will improve pedestrian and bicycle connections and safety throughout the City by addressing gaps in the existing pedestrian and bicycle systems. Bicycle lane striping will be provided on major bike corridors. The City will work with GTEC employers to encourage the provision of amenities such as bike lockers and shower facilities.

The Columbia River Renaissance Trail will be extended to the west and there are plans to construct a new Heritage Way pedestrian bridge across I-5, as a continuation of 7th Street. The City will provide primary pedestrian connections between Esther Short Park and new waterfront development. Improvements along designated pedestrian streets include: increased sidewalk width, installation of pedestrian lights at key locations, way-finding signage, and ADA curb ramps.

4.2.3 Marketing and Incentives

The Downtown Vancouver GTEC participants will implement a series of marketing and incentive programs in order to reduce drive alone trips and vehicles miles traveled. The programs listed below are intended to be implemented by the City with assistance from C-TRAN and WSDOT and managed by the GTEC Board and Staff once the positions are filled. These programs are defined by their speed of implementation. Short-term programs will be implemented within the first 2 years of establishing the GTEC. Mid-term programs will occur in the 2-5 year range, while long term programs will be implemented within 5-10 years following the formation of the GTEC. The City of Vancouver plans to implement the following marketing and incentive programs:

Employer outreach

The City of Vancouver will provide employers with assistance and incentives to coordinate carpools and initiate flexible work schedules and potential telecommuting opportunities. Outreach and education efforts will go beyond those offered through CTR, and will extend to smaller employers and those who work non-peak hours. This is a short term program, intended to be implemented within 2 years of establishing the GTEC. This program will be managed by C-TRAN and the GTEC Board and Staff.

Area wide promotions

The City of Vancouver will coordinate public education and marketing campaigns and will provide incentives within the Downtown GTEC for carpool, vanpool, bike, walk and transit usage. This is a short term program and is intended to be implemented within 2 years of establishing the GTEC. This program will be managed by the GTEC Board and Staff.

Transit pass discounts

The City of Vancouver with the assistance of C-TRAN, will develop and implement a program to provide discounted transit passes to employees or area employers. Major employers and C-TRAN will subsidize the cost of these discounts. This is a long term program that will be implemented and managed by C-TRAN.

Carpool subsidies

The City of Vancouver with the assistance of downtown employers will coordinate carpool outreach. This City will manage creation and implementation of subsidies for carpool groups. These subsidies from the City and major employers will cover the cost of parking for carpool groups. This is a long term program that will be implemented by the City of Vancouver. This program will be managed by the GTEC Board and Staff.

Parking charges and discounts

Downtown Vancouver has an abundance of parking. The City of Vancouver will adopt new plans to manage the construction of additional parking in the future. The City will also work with area employers and residents to implement new parking charges while at the same time providing subsidies to carpool and vanpool groups. This is a long term program

that will be implemented by the City of Vancouver. This program will be managed by the GTEC Board and Staff.

Preferential parking

The City of Vancouver and major employers will implement a plan to provide preferential parking for those that participate in a carpool or vanpool. This is a short term program that will be implemented by the City of Vancouver. This program will be managed by the GTEC Board and Staff.

Flexible work schedules

The City of Vancouver will work with local employers to develop a flexible work schedule program. This program would assist GTEC employers with the development of a flexible work schedule plan and with the assistance of C-TRAN would ensure that transit or ride-sharing services are available to employees working outside of the peak period. This is a long term program that will be implemented by employers within the GTEC. This program will be managed by the GTEC Board and Staff.

Program to allow employees to work at home or a closer worksite

The City of Vancouver will work with local employers to develop a telework program. This program will assist employer with the development of their own telecommuting program. This program would be funded by the City and is a long-term program that will be implemented by employers within the GTEC. This program will be managed by the GTEC Board and Staff.

Individualized marketing programs

The City of Vancouver will offer customized marketing resources and incentives to GTEC employers and to commuters into the City. This is a short term program, meant to be implemented within the first 2 years of the Plan. This program will be managed by the GTEC Board and Staff.

4.3 SCHEDULE FOR IMPLEMENTING PROGRAM STRATEGIES AND SERVICES

The City has identified the following schedule for implementing the GTEC program strategies and services. The agency responsible for implementing the strategy or service is also listed.

Table 4-2. Schedule for Implementing Strategies

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
<i>Plans, Policies and Regulations</i>		
Adopt GTEC vision as a part of the Comprehensive Plan	City of Vancouver	Short-term
Develop a TMA for the downtown area	City of Vancouver and downtown employers	Short-term
Eliminate parking space minimum requirements for future developments	City of Vancouver	Mid-term
Establish parking space maximums for future developments	City of Vancouver	Mid-term
Add policy supporting future High Capacity Transit options	City of Vancouver	Short-term

Table 4-2. Schedule for Implementing Strategies

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Require CTR and GTEC participation for new and future developments	City of Vancouver	Short-term
Eliminate current free short-term on-street parking and install on-street pay parking	City of Vancouver	Long-term
<i>Services and Facilities</i>		
Enhanced Transit Services	C-TRAN	Long-term
Van and bus-pool services and vehicles	C-TRAN	Short-term
Ride matching services	City of Vancouver & C-TRAN	Short-term
Car-sharing services	City of Vancouver	Short-term
Bicycle and sidewalk facilities	City of Vancouver & C-TRAN	Long-term
<i>Marketing and Incentive Programs</i>		
Consider TMA for Downtown Vancouver	GTEC Board and Staff	Short-term
Employer outreach	GTEC Board and Staff & C-TRAN	Short-term
Area wide promotions	GTEC Board and Staff	Short-term
Transit Pass	C-TRAN	Long-term
Carpool subsidies	GTEC Board and Staff	Long-term
Parking charges and discounts	GTEC Board and Staff	Long-term
Preferential parking	GTEC Board and Staff	Mid-term
Flexible work schedules	GTEC Board and Staff	Long-term
Program to allow employees to work at home or a closer worksite	GTEC Board and Staff	Long-term
Individualized marketing programs	GTEC Board and Staff	Short-term

4.4 PROPOSED SYSTEM FOR MEASUREMENT AND REPORTING

The City proposes the following system for measuring and reporting progress of the GTEC program for meeting its goals.

Table 4-3. System for Measuring and Reporting Progress

Performance Measure	Agency Responsible	Scheduled Date
Drive Alone and Vehicle Miles Traveled Rates for employee and residents	City of Vancouver, GTEC & WSDOT	Biennial
Transit Ridership	C-TRAN	Yearly
Vanpool Participation	C-TRAN & GTEC	Yearly
Number of Employers and Employees participating in transit and ridesharing programs	City of Vancouver, GTEC & WSDOT	Yearly
Number of Residents participating in transit and ridesharing programs	City of Vancouver, GTEC & WSDOT	Yearly
Survey employees at CTR-affected and unaffected work sites	City of Vancouver & WSDOT	Biennial
Survey area residents	City of Vancouver, GTEC & WSDOT	Biennial
Utilization rates for bicycle facilities	City of Vancouver	Yearly

4.5 SIMILAR LOCAL AND REGIONAL PROGRAMS

Transportation Management Associations (TMAs) in the Portland/Vancouver Area are involved in many of the same activities as GTECs. They procure funding, coordinate, promote, market and manage the implementation of a wide variety of travel demand programs. They have been proven to be particularly well-suited for putting together packages of TDM actions that can serve many different traveler markets. In recent years, many TDM activities at the sub-regional level have been conducted under the auspices of TMAs.

There are various ways in which a TMA can be managed. Whether managed by a municipal or transit agency, a chamber of commerce or a non-profit agency, TMAs all have the same purpose: Reduce the number of people who commute to work by alternate modes. These local examples also show that there are many customizable boundary structures a TMA can implement, and a host of TDM/TSM tools they can use to achieve their goals.

In the United States, there are approximately 175 TMAs operating including several in the Portland/Vancouver area. Below are brief descriptions of existing local TMAs:

4.5.1 Greater Redmond TMA

The Greater Redmond Transportation Management Association (GRTMA) is a non-profit that brings together corporations, small and medium-sized businesses, property owners, and city, county, and state representatives to meet commuting challenges and devise successful strategies and solutions. The GRTMA is approximately 283 employers strong, representing over 58,000 commuters. GRTMA supports its members with assistance in complying with city, state, and federal requirements. This assistance can take the form of incentives to employees, promotions/marketing, surveying, plan writing, grant development, program development, needs analysis, parking management studies, and effectiveness evaluation, measurement and tracking.

4.5.2 Lloyd District TMA

Located across the Willamette River from Downtown Portland, the Lloyd District is home to a large retail mall, numerous street-oriented retail and service businesses, several office towers and government buildings. The Lloyd District has recently been included in an expanded 'fareless square' where transit use is free. There are a dozen bus lines and light rail service that transport shoppers and employees in and out of the Lloyd District TMA service area daily. There are currently discussions of connecting the Portland Streetcar to the Lloyd District in the near future.

The Lloyd District TMA is a nonprofit organization, whose goal is to promote economic vitality through business supported efficient transportation and land use patterns. The Lloyd TMA is comprised of both voting and nonvoting members from within and adjacent to the TMA area. TMA programs include improved public transit; ridesharing; alternative work hour programs; parking management; bike and pedestrian measures; and other transportation demand management (TDM) actions for employers and employees. The Lloyd District TMA counts 50 businesses and over 8,000 employees as members. Some of the benefits to members include discounted transit passes, carpooling resources, a guaranteed ride home in case of emergency, and bicycle program coordination.

4.5.3 Swan Island TMA

The Swan Island TMA (SITMA) is home to many service businesses, warehouses, office space, and, predominantly, Port of Portland activity. There are three bus lines and an evening shuttle that transport employees in and out of the SITMA service area daily. The SITMA is managed by the Swan Island Business Association and is designed to improve access and safety for all modes of travel along N. Going Street, Swan Island's only access route. The SITMA's mission is to improve movement by increasing the area's transportation options. The SITMA expects to count 50 employers and as many as 10,000 employees as members. Some of the benefits to members include education and awareness classes and an evening shuttle for swing shift and graveyard shift employees. The SITMA is also implementing TSM practices such as sidewalk improvements and having new crosswalks installed on Going Street.

4.5.4 Westside Transportation Alliance

The Westside Transportation Alliance (WTA) is located on the west side of the Portland metropolitan area and serves Tigard, Hillsboro and Beaverton businesses. Inside the WTA boundary are many commercial, retail and service-oriented businesses, warehouses, office space, high-tech industries and governmental offices. Some of the largest employers are Intel, Nike, Timberline Software, Cascade Microtech and Portland Community College. There are 33 bus lines, light rail and shuttle services that transport employees in and out of the WTA service area daily. There is current planning of a commuter rail connecting Wilsonville to the WTA area in the future. The WTA is a non-profit association and provides Westside employers with a forum to share transportation issues and resources. Their goal is to work with public entities to implement transportation strategies that create a viable and vital business environment. The WTA's mission is to reduce SOV commute traffic. The WTA counts 30 employers and as many as 32,000 employees as members. Some of the benefits to members include education and awareness programs, an area specific shuttle and advocacy.

4.5.5 Clackamas Regional Center TMA

Located along Interstate 205, in the east Portland metro area, the Clackamas Regional Center TMA (CRC-TMA) extends from approximately Johnson Creek Boulevard in the north to the Clackamas River and the City of Gladstone in the south. The CRC-TMA is home to Clackamas Town Center and many other street-oriented retail and service businesses, several office parks, a hospital and medical buildings and a community college. There are 11 bus lines that transport shoppers and employees in and out of the CRC-TMA service area daily. The CRC-TMA is operated by the North Clackamas County Chamber of Commerce to address traffic congestion and driving conditions along the main thoroughfares within the Clackamas Regional Center. The CRC-TMA's mission is to promote alternative forms of transportation, reduce congestion, and improve internal mobility within the CRC business area. The CRC-TMA counts over 15 businesses and over 3,000 employees as members. Some of the benefits to members include, carpooling resources, a guaranteed ride home in case of emergency, shuttle services and telecommuting information.

4.5.6 Gresham Regional Center TMA

Located around Downtown Gresham, the Gresham Regional Center TMA (GRCTMA) extends from approximately Burnside Street in the north to Powell Boulevard in the south, Eastman Parkway in the west and Hogan Road in the east. The GRCTMA is home to many street-oriented retail and service businesses, office parks, and government offices. There are eight bus lines and light rail that transport shoppers and employees in and out of the GRCTMA service area daily. The

GRCTMA is managed by the Gresham Downtown Development Association and is designed to provide safe and convenient access to the Gresham Regional Center. The GRCTMA's mission is to "To bring together a coalition of local businesses, public agencies and citizens dedicated to improving access options for employees and customers of the Gresham Regional Center (GRC) and enhancing the GRC as the economic engine of East Multnomah County". The GRCTMA expects to count 30-50 employers and 5,000 employees as members. Some of the benefits to members include education and awareness classes and other TDM programs. The GRCTMA is also implementing TSM practices such as gateway and directional sign treatments and establishing a way finding system.

4.5.7 TransManage

TransManage is a non-profit entity that has developed transportation programs to encourage employees to bus, bike, carpool, vanpool, or walk in Downtown Bellevue. TransManage creates a partnership between downtown property managers, employers, employees, and residents to reduce SOV rate through programs such as discounted transit passes or reduced cost parking for carpoolers. In cooperation with many of the Downtown Bellevue property managers, TransManage provides free park days to some employees who regularly travel to work using the bus, carpool, vanpool, bike or walk. This, along with supporting Bike to Work Day, providing transit pass sales and offering tailored transportation assistance result in a comprehensive commuter program.

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